The Intellectual and Leadership Center of the Air Force

AWC DL Cross-Cultural Leadership Simulation

We make a difference . . . one student at a time

Overview

- Challenge
- Senior leader comments
- Cultural simulation solution
- Growing the simulation

Challenge

- Cultural differences may pose obstacles to senior leaders
- Cultural theory / dimensions of culture provide models for individuals to deal with issues
  - Dimension scales may vary dramatically from society to society
- Cultural differences may impede our ability to successfully resolve issues

QDR Comments

Quadrennial Defense Review Report

...the Department must be prepared to develop a new team of leaders and operators who are comfortable working in remote regions of the world, dealing with local and tribal communities, adapting to foreign languages and cultures and working with local networks to further U.S. and partner interests through personal engagement, persuasion and quiet influence – rather than through military force alone.

SECAF Comments

Letter to Airmen

Michael W. Wynne
Secretary of the Air Force

7 Feb 07

Every Airman an Ambassador

Delivering sovereign options for the defense of the United States of America, as well as her global interests, and winning the Global War on Terror are our Air Force's most fundamental objectives. We provide the air, space and cyberspace capabilities necessary for Joint and Coalition forces to execute decisively, interdependently, and dominantly in every engagement. Our Air Force is unequaled in its ability to do so for one reason: the passion, talents, and ingenuity of you, our matchless Airmen!

Yet one of our most remarkable skills remains largely untapped and unrefined. I am referring to your service as *Ambassadors in Blue*, both around the world and in our communities here at home. Your actions, behavior, and words, both on and off duty, have a great impact on your host nation's or local community's perception of America and our Air Force. But these areas are not the only components of the *Every Airman an Ambassador* mindset we need to enhance.

Presently, over 200,000 of our Airmen carry out missions on a daily basis for Combatant Commanders around the world; of these, over 60,000 of you are stationed forward and more than 26,000 are deployed, working hand-in-glove with our international partners. We are truly a globally engaged force. More than ever, we depend on our allied Airmen to succeed, and they depend on us. We must fly and fight as one. We teach, we partner, we learn—and in building friendships, we build trust. America's security today and in the future depends on building successful international partnerships, one Airman at a time.

Likewise, we must capitalize on your talent as Ambassadors to your communities here at home. As I related in the August 2006 Letter to Airmen, *Every Airman a Communicator*, sharing the Air Force message is not just for our senior leaders and public affairs representatives. I encourage Airmen to engage your communities and their leaders with your personal stories of service, to share your views on the unique capabilities our Air Force brings to the fight, and to articulate what we need to keep that force strong and vital. One message, many voices; it is essential we communicate our role in fighting the Global War on Terror in addition to the Global Vigilance, Reach, and Power the Air Force provides the Nation across the strategic commons of air, space, and cyberspace.

As your Secretary, I am committed to boosting your regional, cultural and language skills to make you a more capable Ambassador so that you can help build lasting long-term relationships with our allies and coalition partners. At the same time, I want you to unleash your talents here at home, so that you can tell the greater Air Force story, share your personal Air Force story, and serve as an example in your local community. With *Every Airman an Ambassador*, America and its Air Force will shine as the protector of the beacon of freedom that is our nation!

Michael W. Wynne

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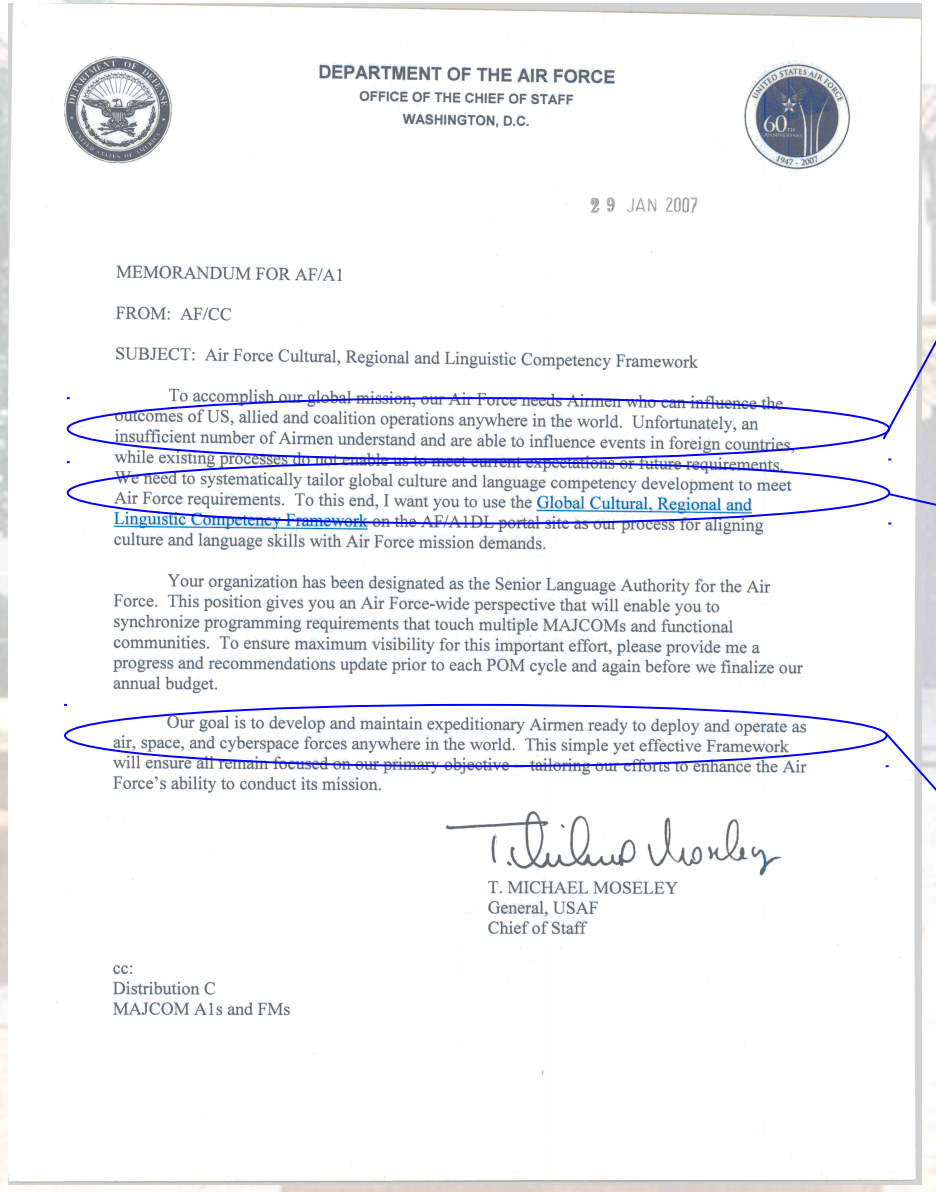
America's security today and in the future depends on building success international partnerships

I am committed to boosting your regional, cultural, and language ski to make you a more capable Ambassador so that you can help build lasting long-term relationship with our allies and coalition partner

CSAF Comments



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, D.C.

29 JAN 2007

MEMORANDUM FOR AF/A1

FROM: AF/CC

SUBJECT: Air Force Cultural, Regional and Linguistic Competency Framework

To accomplish our global mission, our Air Force needs Airmen who can influence the outcomes of US, allied and coalition operations anywhere in the world. Unfortunately, an insufficient number of Airmen understand and are able to influence events in foreign countries, while existing processes do not enable us to meet current expectations or future requirements. We need to systematically tailor global culture and language competency development to meet Air Force requirements. To this end, I want you to use the Global Cultural, Regional and Linguistic Competency Framework on the AF/A1DL portal site as our process for aligning culture and language skills with Air Force mission demands.

Your organization has been designated as the Senior Language Authority for the Air Force. This position gives you an Air Force-wide perspective that will enable you to synchronize programming requirements that touch multiple MAJCOMs and functional communities. To ensure maximum visibility for this important effort, please provide me a progress and recommendations update prior to each POM cycle and again before we finalize our annual budget.

Our goal is to develop and maintain expeditionary Airmen ready to deploy and operate as air, space, and cyberspace forces anywhere in the world. This simple yet effective Framework will ensure all remain focused on our primary objective – tailoring our efforts to enhance the Air Force's ability to conduct its mission.

T. MICHAEL MOSELEY
General, USAF
Chief of Staff

cc:
Distribution C
MAJCOM A1s and FMs

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Problem

- Theory vs. Practice
  - Little ability to apply learning in a fail-safe environment
- Isolated Learning
  - Culture is one aspect that must be integrated into the “big picture” at all levels
- Learner Motivation

Other Potential Efforts

- National Security Decision Making Simulation
  - Washington AOR / Interagency
- Command / leadership responsibility, accountability, ethics; derailment situations
- Military Decision Making Process (MDMP)
  - Mission Analysis, Commanders Intent, COA Analysis
- Integration of US combat forces into a joint / coalition operations center
  - Players role could include JFACC, AOC Division Chief